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Land Reserve Commission

Performance Plan
2001/02 to 2003/04

Land Reserve Commission

Working Farms, Working Forests

LAND RESERVE COMMISSION

PERFORMANCE PLAN - 2001/02 to 2003/04

The *Budget Transparency and Accountability Act,* which became law in July of 2000, requires government organisations to develop Performance Plans covering a three year period.

The Land Reserve Commission Performance Plan has been adapted from '*Farms and Forests For The Future – A Strategic Plan for British Columbia's Land Reserve Commission – 2000-2005'*. When the Government merged the Agricultural Land Commission and the Forest Land Commission on April 1st, 2000, a single commission was created with the responsibility of managing two reserves – the Agricultural Land Reserve (ALR) and Forest Land Reserve (FLR).

The Commission undertook a lengthy consultation process leading up to the adoption of the Strategic Plan in May 2000. In its discussions with hundreds of stakeholders, local governments and other communities of interest, the Commission heard strong support for a continued Provincial role in the protection of the land base for agriculture and forestry. At the same time, many people suggested a more collaborative approach to decision-making that would benefit individuals and local communities without compromising the Provincial interest in protecting the land base. This 'new way of doing business' underlies the strategies and actions of the Strategic Plan and this Performance Plan.

The Performance Plan establishes action steps and strategies to achieve the broad goals and objectives which the Commission adopted through earlier planning. It also provides measures to assess the success of the steps outlined in the Plan. The Plan will be reviewed and revised annually.

1. MISSION

The Land Reserve Commission is an independent Provincial agency dedicated to protecting the integrity of the agricultural and forest land base to meet the current and future needs of British Columbia. Its legislation provides the authority to regulate land use in the Agricultural Land Reserve and the Forest Land Reserve. The Commission works with various communities of interest to accommodate and support working farms and working forests on Reserve lands.

2. VISION – Working Farms, Working Forests

The Commission envisions that achieving the objectives, actions and performance commitments will result in a land reserve system having the following characteristics:

- ✓ A land reserve system contributing to economic, social and environmental sustainability in British Columbia through the protection of land for agriculture and forestry for current and future generations. The protection and enhanced utilisation of these resource lands helps to expand economic opportunity, promote healthy rural communities and provide safe, reliable and sustainable sources of food, fibre and fuel for British Columbians and many others.

- ✓ A Provincial Government setting broad goals and objectives in legislation and providing the framework for the protection and use of resource lands through the land reserve system. Local governments and First Nations, in collaboration with the Land Reserve Commission, plan for agriculture and forestry and regulate uses in the Reserves through collaborative governance and tools such as delegation agreements.

- ✓ Farm and forest uses in the Reserves are broadly defined to include diversified and value-added activities and complementary uses that contribute to local and regional economies and sustainability goals. British Columbians recognise the contributions made by healthy agricultural and forestry sectors to the wise stewardship of land and water resources and the quality of life in British Columbia.

3. VALUES

The Land Reserve Commission is a quasi-judicial administrative tribunal granted broad discretionary powers through legislation. It acts independently of government. It provides advice on the agricultural and forestry components of land use planning in partnership with local communities and government agencies and adjudicates applications for the use of land in the Reserves. The Commission is guided by its Governance Policy and the following values in pursuing its mission:

* *FAIRNESS* - Procedures adhere to principles of administrative fairness, and the Commissioners and staff are objective and impartial at all times.

* *ACCOUNTABILITY* - The rationale and basis of decisions are public information, available to all those affected by a decision.

* *EFFICIENCY* - Administrative procedures designed to optimise the efficient use of time and resources.

* *EFFECTIVENESS* - The success of Commission operations is assessed against appropriate performance measures.

* *COMPREHENSIVE AND INTEGRATED APPROACH* - Policies and programs foster long-term sustainability by considering a range of economic, social and environmental values.

4. ENVIRONMENTAL SCAN

To help the Commission understand the issues it would face over the next two decades, six vision papers were commissioned in 1998.[1] While mainly focusing on agricultural foodlands, the concepts presented were applicable to both Reserves.

The papers' writers agreed that increasing competition for scarce resources, both globally and locally, would provide expanded opportunities for BC agriculture and forestry, both of which enjoy protected land bases. In fact, having a well-established land reserve system in place was seen to give BC a competitive advantage over its trading partners which did not protect similar resource lands. Growing populations in this province and around the world, coupled with rising global living standards, was seen as increasing the markets for land-based food, fibre and fuel products, thus placing BC's agricultural and forestry sectors in positions to grow and prosper.

However, there are still many challenges facing these sectors in BC. For example, a land base with significant geographic and climatic constraints, high land and labour costs and environmental standards will add to the costs of production. A growing population and the ensuing development will continue to put pressure on land reserve lands, particularly in the Lower Mainland, on Vancouver Island and in the Okanagan regions of the province. In these areas settlement, transportation and utility corridor uses compete with scarce valley bottom lands which are best suited to food and fibre production.

The challenge for agriculture and forestry in this province is to build on their strengths in producing high quality, environmentally sustainable, primary and value-added products which can command higher prices. Having a stable efficient land reserve system provides a basis for these activities. If successful, strong growth in these sectors will contribute to the Provincial goals of economic, social and environmental sustainability and healthy communities.

In the preparation of the Strategic Plan over the previous years there were consultations with over one hundred stakeholders, including more than sixty-five municipal mayors and regional district chairs. These consultations indicated considerable support for a continuing Provincial role in the protection of resource lands. However, many of those consulted emphasized the need to look at new ways to improve the operation of the land reserve system while maintaining Provincial zoning standards. There was considerable interest and support for a collaborative model of decision-making in the management of the Reserves.

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[1] "Renewing our Strategic Directions – Vision Papers", Land Commission, December 1998.

The Land Reserve Commission's 2000/2001 Business Plan identified a number of strategies and actions related to the recent merger of the Agricultural Land Commission and Forest Land Commission into the Land Reserve Commission. This eighteen month plan was developed to guide operational changes and to provide a means to assess the Commission's performance. Following the merger, a regional system of decision-making based on Commission panels was implemented to address the need to be more responsive to local issues, while maintaining a provincial standard for the protection of resource lands. The Commission also started to look at ways to streamline its operations and address inconsistencies between the two land reserves.

The Commission continues to build true partnerships with local governments and First Nations through new models of collaborative governance, and reorienting the organization from a prescriptive model to one focusing on results through co-operation. This new way of doing business emphasizes broad goals and performance objectives of the Province and Commission while at the same time providing more flexibility to recognise local conditions and community aspirations.

This Performance Plan is based on the assumption that the Land Reserve Commission's projected budget of approximately $3.3 million per annum will not change significantly.

4.1 KEY STRATEGIC ISSUES AND RESPONSES

The 2000/2001 Business Plan identified key challenges and specific business goals and actions for the latter half of 2000 and 2001. The Commission responded to the following key strategic issues in 2000/01.

Merger of the Agricultural Land Commission and the Forest Land Commission

The merger of the two former Commissions was accomplished with the appointment by Cabinet of a ten member Land Reserve Commission. Some members were from the Agricultural and Forest Land Commissions and some were new. A Governance Policy to guide the operations of the Commission and the office was adopted.

Strategic Planning

The Commission re-evaluated its strategic direction during 2000 and completed and adopted its Strategic Plan in May 2000. A number of action steps from the plan were already underway or commenced in the following months. For example, an initiative to reform the regulatory framework for the two Reserves was undertaken and initial consultations were carried out during the early part of 2001.

New Responsibilities Under the *Forest Land Reserve Amendment Act*

The *Private Land Forest Practices Regulation* came into effect on April 1, 2000. The Commission undertook new responsibilities for administering the private land forest practices program, including the development and enforcement of regulations for forest practices on private land in the FLR and on privately managed forest lands in the ALR. These regulations were developed in co-operation with the industry and are results-based rather than prescriptive.

Government Strategic Directions

Several recommendations affecting the former Agricultural Land Commission were tabled in a 1998 report to Cabinet, *Stakes in the Ground*. The Commission considered several of the report's recommendations (such as provincial interest, open accountable decision-making and integrating agricultural, environmental and economic concerns) and commenced research on priority issues.

The Minister of Agriculture, Food and Fisheries encouraged the Commission to consider a regional system of decision-making based on the establishment of Commission panels assigned responsibility for specific regions of the province. This was accomplished in Spring 2000 and was highly successful in increasing the Commission's regional profile and increasing the Commission's understanding of regional issues. The Minister also directed the Commission to build on the agro-forestry aspect of its mandate. Staff attended a number of meetings on this issue. The Commission also assisted the Select Standing Committee on Agriculture and Food by making a comprehensive presentation and providing information on related issues.

The government wide 'Streamlining Initiative' was implemented in 2001 and provided an opportunity for the Commission to focus on revising its land use and procedure regulations for both the ALR and FLR. The purpose of the initiative was threefold:

- To streamline regulatory processes for the Reserves
- To achieve more policy and regulatory congruency between the ALR and FLR, where possible, and
- To make the regulatory framework more enabling and less prescriptive

4.2 ASSESSMENT OF RECENT PERFORMANCE

The following assessment is based on the business goals and actions of the 2000/2001 Business Plan and Strategic Plan.

Business Goals:

- **Maintain the integrity of the ALR and FLR**
  Actions Taken and Results:
  - ✓ The Commission reviewed 58 plans and 524 applications in 2000/2001.
  - ✓ The Commission participated in a number of successful and productive inter-agency and multi-stakeholder planning processes.

- **Encourage compliance with the *Agricultural Land Reserve Act*, the *Forest Land Reserve Act* and the *Soil Conservation Act.***
  Actions Taken and Results:
  - ✓ The Commission undertook the review of private forest land management commitments.
  - ✓ The Commission undertook a number of enforcement actions. It participated in 2 legal actions which were concluded in the Commission's favour.

- **Ensure that Commission decisions effectively preserve agricultural and forestry resources and promote healthy farm and forestry economies.**
  Actions Taken and Results:
  - ✓ Regulations, General Orders and policies were reviewed for relevance, consistency with legislative updates and other government policies. Wide consultations were undertaken on proposed regulation changes and a package of recommendations to the Ministers was prepared.
  - ✓ Congruency issues between the ALR and FLR were identified including taxation and use incentives, recapture charges, and the application of 'provincial interest'. Priorities were established for future research.

- **Increase local government responsibility for subdivision and land use applications within the ALR.**
  Actions Taken and Results:
  - ✓ An agreement was signed with the Regional District of Fraser-Fort George in January 2001 which delegated to the Regional District the authority to decide on ALR subdivision and non-farm applications in the Willow River-Upper Fraser planning area, based on a new official community plan for that area.
  - ✓ Commission staff provided initial training to Regional District staff and an information session for the Regional District Board of Directors.
  - ✓ The Commission began reviewing all new official community plans on the basis that they could form the basis of future delegation agreements.

- **Promote Healthy Farm and Forest Economies.**
  Actions Taken and Results:
  - ✓ Policies were developed for agri-tourism and other forms of economic diversification.
  - ✓ Participation by Commission staff in ministry, agency and local government planning processes and the development of policies affecting agriculture and forestry was increased.

- **Improve communication with local governments, First Nations and other communities of interest.**
  Actions Taken and Results:
  - ✓ The new regional panels travelled to every region of British Columbia and met with local governments and stakeholders each month.
  - ✓ The Commission responded to inquiries from the public, other government agencies and communities of interest by providing appropriate information in a timely manner.
  - ✓ Consultations on important initiatives were regularly undertaken with local governments, First Nations and other agencies and interest groups.

- **Co-ordinate Commission activities with the activities of other government agencies.**
  Actions Taken and Results:
  - ✓ The Commission reviewed and commented on policies, programs and proposed legislation of other ministries which affected agricultural and forest land preservation and land use.
  - ✓ The Commission continued to support activities of the Ministry of Agriculture, Food and Fisheries in implementing the *Farm Practices Protection (Right to Farm) Act.*
  - ✓ Staff participated in joint Commission/Ministry agri-teams to provide advice to local governments on land use planning in the Reserves

5. GOALS

The goals of the Commission were established in its Strategic Plan 2000-2005 and modified for the Performance Plan. For each goal, the roles and responsibilities of the Commission are outlined, as follows:

1. **Protect the integrity of the agricultural and forest land base**

   The Commission's role is a regulator of Provincial land use zones, the ALR and FLR, under the authority of the British Columbia legislature.

   The core business of the Commission is to protect the land base for agriculture and forest use and to encourage agriculture and forestry - working farms and forests – on Reserve lands. The key tool provided by the legislation and associated regulations is

zoning authority for the ALR (both Crown and private land) and private land FLR. This is supplemented by policies, orders and best practices that have evolved through past decisions. The Commission does not have land use regulatory authority for Crown FLR land but acts in an advisory capacity.

Another tool is the authority of the Commission to review local government plans and bylaws to ensure consistency with the ALR legislation. Local governments and approving officers have additional tools (e.g. *Farm Practices Protection (Right to Farm) Act & Land Title Act)* to help protect the land base and plan for agriculture. Commission involvement in planning for both Reserves helps to reinforce the land reserve system, reduce the number of ad hoc applications and encourage compliance.

In addition to its regulatory role, the Commission acts as an advocate for agriculture and forestry in partnership with others. In this role it assists various communities of interest to support, encourage and accommodate farming and forestry on Reserve lands. It works closely with many ministries, agencies, landowners, local governments, First Nations and other communities of interest to achieve positive results for agriculture and forestry.

2. **Keep resource options open**

Under this goal the Commission's role is that of a number of other long-term land and resource managers working collaboratively towards resource security.

Resource security involves protecting the productive capacity of agriculture and forestry for future British Columbians (as opposed to protecting the resource itself). This is not the core business of the Commission but it contributes to the long-term success of its mandate.

The tools to protect the long-term resource values of agricultural and forest lands include participation in policy and planning initiatives of a number of ministries, agencies, local governments and First Nations with land and resource responsibilities affecting the Reserves. In this role and in its advocacy work, the Commission does not duplicate the roles of other ministries, agencies and groups, but rather complements them. Measures of success in this area are more difficult to define, as many stakeholders are involved in the outcomes.

3. **Maintain a responsive, adaptive and accountable organization**

The LRC is an administrative tribunal with decision-making and advisory roles.

As an independent administrative tribunal, the Commission is committed to high standards of accountability and fairness, while at the same time providing innovative and flexible approaches to achieve positive results.

The Commission uses tools such as collaborative partnerships, a Communications Strategy, its Governance Policy and this Performance Plan to achieve results. The Commission is supported by a small staff providing policy, administrative, drafting, planning and research services.

6. OBJECTIVES, ACTIONS, STRATEGIES AND PERFORMANCE MEASURES

The following chart outlines the objectives, actions, strategies and performance measures that flow from the Commission's vision, mission and goals. It is a priority of the Commission to undertake more detailed performance planning. In the next year staff will develop further criteria and additional measures to assess the Commission's performance vis-a-vis its goals. A more detailed determination of these measures will lead to enhanced monitoring and data collection by the Commission. Improved mapping of the Reserves using a Geographic Information System (GIS) will also assist in data collection, retrieval and reporting and will enable the Commission to provide further details on its performance. These will be reported in the Performance Plan for 2002-2003.

Objectives, Strategies and Performance Measures

GOAL#1: PROTECT THE INTEGRITY OF THE AGRICULTURAL & FOREST LAND BASE				
OBJECTIVES	**ACTION STEPS**	**TIME TARGET**	**STRATEGIES**	**MEASURES OF SUCCESS**
Preserve the agricultural and working forest land base.	Ensure that Reserve boundaries accurately reflect lands that should be protected.	Ongoing	• Partnerships • Research • ALR/FLR application reviews	✓ Net loss of agricultural land less than 1% over 15 years. ✓ Overall losses of land compensated for by net benefits for agriculture. ✓ Minimal net loss of private FLR lands due to urban development and rural settlement. ✓ Ongoing program to identify suitable lands for inclusion in the Reserves and remove unsuitable lands.
	Regulate land use activities, including subdivision and non-farm uses, that impact on the working agricultural and forest land base.	Ongoing	• ALR/FLR application reviews	✓ Land uses permitted within the land reserves are only those that do not conflict with agriculture or forestry or are otherwise justified.
	Expand the application of the 'net benefit to agriculture' policy framework, including forestry and agro-forestry uses.	01-02	• Consultation • Development and communication of guidelines	✓ An increase in the rate of decisions which incorporate net benefits to agriculture & forestry. ✓ ALR and FLR acreage improved for farm, forestry or agro-forestry purposes through consolidations and other conditions. ✓ Revised policy framework for FLR & ALR adopted.
Protect working farms and working forests	Review local government plans and by-laws to ensure that working farms and working forests are protected.	Ongoing	• Review of planning documents`	✓ Plans and by-laws reviewed by the Commission identify ALR/FLR boundaries and include policies to protect working farms and forests. ✓ Increase in number of plans and by-laws reviewed by the Commission which encourage diversification.
	Work with others to assure the necessary infrastructure for agriculture and forestry.	Ongoing	• Advocacy • Communication	✓ Report on participation and efforts of the LRC through planning, policy and application reviews.

GOAL#1: PROTECT THE INTEGRITY OF THE AGRICULTURAL & FOREST LAND BASE				
OBJECTIVES	**ACTION STEPS**	**TIME TARGET**	**STRATEGIES**	**MEASURES OF SUCCESS**
Protect working farms and working forests (continued)	Schedule meetings with agriculture and forestry organisations and local governments to discuss issues in support of agriculture, forestry and agro-forestry.	Ongoing Yearly	• Work with local governments • Consultat agriculture and forestry stakeholders • Promote awareness of ALR and FLR	✓ Number of meetings attended. ✓ The Commission has met, or offered to meet, with each identified organisation. ✓ The Commission has met, or offered to meet, with each local government.
	Encourage local governments to include agricultural and forestry representatives in land use planning processes, including committees of Boards and Councils. Encourage the establishment by local governments of Agricultural Advisory Committees (AAC) or other resource advisory committees and provide advice and information as requested.	Ongoing	• Partnerships • Raise and promote awareness of LRC programs • Co-operation • Support comprehensive planning for agriculture and forestry	✓ Number of advisory committees with agriculture and/or forestry representation. ✓ Number of AAC's and resource advisory committees established. ✓ Number of committee meetings attended by Commission or staff.
	Work with stakeholders and communities of interest to assess and develop options to encourage inter-generation transfers of Reserve lands in support of working farms and working forests.	02-03	• Communication • Participation with others • Advocacy	✓ Participation and input into examination of opportunities available to farm and forest families.
Ensure the effectiveness of the land reserve system	Develop a monitoring program to assess the impact of non-agricultural and non-forestry land uses on the sustainability of the agricultural and forest land base.	01-02	• Consultation • Research • Partnerships	✓ Identification of available information. ✓ Identification of opportunities for the efficient collection and sharing of land use data with other agencies. ✓ Development of protocols and data sharing agreements. ✓ Implementation of monitoring tools such as GIS.
	Develop a monitoring program to assess the impact of LRC regulations, policies and decisions on the agricultural and forest land base.	01-02	• Consultation • Research • Innovation • Responsiveness	✓ Completion of a report outlining options and recommendations for policy development. ✓ A decision matrix developed for assessing the impact of proposed uses on the integrity of the land reserves.

GOAL#1: PROTECT THE INTEGRITY OF THE AGRICULTURAL & FOREST LAND BASE				
OBJECTIVES	**ACTION STEPS**	**TIME TARGET**	**STRATEGIES**	**MEASURES OF SUCCESS**
Ensure the effectiveness of the land reserve system (continued)	Ensure compliance with legislation, regulations and Commission decisions through enforcement, audits and other compliance actions.	Ongoing	• Monitoring • Work with local governments • Efficient use of staff resources • Responsiveness • Partnerships	✓ All reported infractions are investigated. ✓ Reported infractions cease or measures are taken to achieve compliance. ✓ The majority of potential enforcement situations are resolved without exercising enforcement powers or litigating. ✓ Number of determinations made under the administration of the Forest Practice Regulations for identified land within the ALR and FLR. ✓ Audit system for forest practices on identified lands (2 completed in 2001.)
	Increase awareness and support for the needs of working farms and working forests on Reserve lands by identifying and conveying key messages.	Ongoing Yearly	• Co-ordination • Community consultation • Research • Publication and communication tools	✓ Key messages are identified in the communications plan and conveyed to the public through publications, the Performance Plan, annual report, website and other tools. ✓ An expanded website, newsletters, media advisories, news releases and speeches provide comprehensive and up-to-date information on Commission activities and to provide a means of feedback. ✓ Requests for information are handled promptly. ✓ Performance Plan is updated and annual report is published. ✓ News bulletins *Reserve Opinion* and *Browse* are published four times per year. ✓ Meetings and key decisions communicated. ✓ Feedback in response to announcements is monitored and reported on.

GOAL#2: KEEP RESOURCE OPTIONS OPEN				
OBJECTIVES	**ACTION STEPS**	**TIME TARGET**	**STRATEGIES**	**MEASURES OF SUCCESS**
To ensure that communities of interest are aware of the implications of their activities on the land reserves.	Provide advice and recommendations on the plans, legislation and policies of others to ensure that potential impacts on the land reserves are identified and the interests of working farms and working forests and the right to farm and harvest within the land reserves are recognised.	Ongoing	• Monitoring • Advocacy • Harmonisation of policies • Co-ordination • Work with the Province, local governments and industry	✓ Communities of interest recognise and take steps to minimize the potential impact of their plans, policies and legislation on the land reserves. ✓ The plans, policies and legislation of communities of interest recognise the right to farm and to harvest within the land reserves.
	Advocate improved co-ordination of existing forestry policies and development of a Provincial strategy to protect the working forest land base through incentives for private forest management for sustainable use and the protection of other forest values.	02-03	• Communication • Advocacy	✓ LRC communicates the need for this.
Work with First Nations, the Ministry of Aboriginal Affairs and other communities of interest to encourage the protection and utilisation of resource lands by First Nations.	Develop a policy on working with First Nations to protect the agricultural and forest land base that is consistent with provincial policy and legislation.	01-02	• Consultation • Communication • Work with others	✓ Policy position is prepared and comm[illegible]ed.
	Engage in more contact with First Nations in areas of important resource lands and adopt a communications strategy for engagement	Ongoing	• Communication • Promote awareness	✓ Number of meetings with First Nations in important agricultural and forestry areas.
	Provide information to First Nations on the resource capability and suitability of Agricultural and Forest Reserve lands to encourage the protection and utilisation of agricultural and forest lands within their jurisdiction.	Ongoing	• Information sharing • Fair and consistent policies and procedures	✓ All First Nations' requests responded to in a timely and informative manner.

GOAL#2: KEEP RESOURCE OPTIONS OPEN				
OBJECTIVES	**ACTION STEPS**	**TIME TARGET**	**STRATEGIES**	**MEASURES OF SUCCESS**
Encourage diversification (including agro-forestry opportunities) and value-added activities within the farm and forestry sectors.	Work with other communities of interest in support of the objective to diversify and add value to primary products while, at the same time, respecting the mandate to preserve the land base.	Ongoing	• Co-operation • Responsiveness • Development of clear complementary policies	✓ Summary of efforts the Commission undertook and opportunities to provide input that assisted in the facilitation of adding value to primary products produced on Reserve lands.
	Review Commission regulations, policies and General Orders to assess compatibility with diversification and value added objectives. Develop specific methods, including regulatory changes, to encourage value-added activities such as processing, agri-tourism and demonstration forestry and agriculture projects on Reserve lands.	01-02	• Review and research • Co-ordination • Responsiveness • Consultation	✓ Regulations, General Orders and policies have been reviewed, recommendations for regulatory streamlining and a proposal for amendment have been drafted for consideration by Cabinet.
	Support rural community development initiatives that provide for economic diversification together with and complementary to agriculture and forestry, and help provide information on agriculture and forestry contributions to rural economies.	Ongoing	• Research • Advocacy • Consultation and communication with stakeholders. • Information sharing	✓ LRC policies concerning permitted uses and activities within the Reserves are communicated to all communities of interest. ✓ Supportive feedback is provided to proposed plans, bylaws and initiatives that promote economic diversification. ✓ Information collected on decisions on applications that have enabled economic activity which is complementary to agriculture and forestry within the Reserves.

GOAL#3: MAINTAIN A RESPONSIVE, ADAPTIVE AND ACCOUNTABLE ORGANIZATION				
OBJECTIVES	**ACTION STEPS**	**TIME TARGET**	**STRATEGIES**	**MEASURES OF SUCCESS**
Strengthen and enhance the Provincial Land Reserve system by increasing operational responsiveness and accountability.	Review and update the Governance Policy annually.	01-02 Yearly	• Evaluation	✓ Governance policy is updated.
	Continue to develop and implement proposals for operational changes to enhance decision-making responsiveness and accountability, including: • Identify regional expectations and increase responsiveness; • Evaluate decision-making structure: use of LRC Panels; further delegation to CEO; internal reorganisation; • For ALR lands, pro-actively pursue delegation of land use and subdivision decision authority to local governments under voluntary agreements; and • Develop a monitoring program and performance measures to evaluate ALR decisions made under delegation agreements with local governments.	01-02 01-02 Ongoing 01-02	• Evaluation • Consultation • Collaboration • Partnerships with local govt. through delegation agreements • Streamlining of regulations • Evaluate local govt. delegation pilot (Fraser Ft. George Regional District.)	✓ Completion of a consistent delegation policy framework for both ALR and FLR lands. ✓ Delegation agreements with two local governments in the first year and four in the second year. ✓ Further delegation (and renewal) to CEO. ✓ Performance measures for decisions delegated to local governments in place. ✓ An assessment of roles and responsibilities between planning and research staff completed and considered. ✓ Number of applications considered where applicants were offered, or met with, the Commission in a hearing/meeting format. ✓ Response time is 60 days for 80% of applications. ✓ Criteria and measures to report on success of panel decision-making and decisions under delegation on achieving goals and objectives.
	Improve the co-ordination of the shared planning and bylaw review process with Ministry of Agriculture, Food and Fisheries staff.	Ongoing	• Co-ordination • Communication • Joint participation • Sharing of data and information	✓ Responses to bylaw and plan referrals are co-ordinated. ✓ Response times are less than 60 days for 80% of referrals.